

**Access to Microfinance
And
Improved Implementation
Of
Policy Reform
(AMIR Program)**

Funded By
U.S. Agency for International Development

**Business Associations Technical Assistance and
Training in Public Policy Advocacy, Issue
Analysis, and Public Relations**

Technical Report
Deliverable for **BAI** Component - Milestone # 11, Year 1
And
Milestone #5, Year 2
Contract No. 278-C-00-98-00029-00

December, 1998

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Preface

This report was prepared by Larry S. Milner, the business association consultant under subcontract to the Center for International Private enterprise (CIPE) and under the direction of the Deputy Director of CIPE, **Mr. Keith Miceli**. The report was completed only with the cooperation and coordination of Dr. Zaki Ayoubi, the **BAI** Component Leader for the **AMIR** Program operated by Chemonics International, Inc., and with the cooperative participation in the training programs by the staff executives: Mr. Ra'ed A. Bilbessi of the Amman World Trade Center, **Mr. Halim F. Abu-Rahmeh** of the Jordan Trade Association, and Ms. Rasha Barghouti of the Amman Business and Professional Women Club.

Executive Summary

To achieve Milestone #11, Year 1 and Milestone #5, Year 2 of the AMIR-Jordan Program, the Center for International Private Enterprise (CIPE) consultant, Larry Milner provided technical assistance and training for the staffs of three Jordanian business associations (BAs). The assistance emphasized the skills, programs, and techniques most often used in public policy advocacy, issue analysis, and public relations. These three organizations had previously signed **AMIR** participation agreements. The content and approach to the technical assistance and training were coordinated with Keith Miceli of CIPE in Washington D.C, and with Dr. Zaki Ayoubi, BA Component Leader for AMIR-Jordan.

During the technical assistance sessions with the three BAs, previous activities of the **AMIR** program were reviewed including:

- 1) The BA Baseline Survey completed in February of 1998 which determined the demographics of Jordanian BAs;
- 2) The BA Membership Surveys completed in May of 1998 which determined the needs of the members of the BAs;
- 3) The Consensus Building Meeting held in June of 1998 which helped identify key public policy issues of interest to the BAs;
- 4) The Diagnostic Studies conducted in July of 1998 which compared the infrastructure and programming of the Jordanian BAs with a model business association; and
- 5) The Strategic Plans adopted by the boards of directors of three BAs in November of 1998.

The level of sophistication and effectiveness of the three BAs current advocacy programs was assessed. Then concepts of advocacy, issue analysis, and public relations, as practiced in many democratic, market-oriented economies, were explained. Examples of programs, strategies, and techniques were shown. Stimulating philosophical dialogs, explicit questions, and frustrating dilemmas facing open societies were freely discussed.

The end results of the three sessions were better understandings of the advocacy process by the three executives, the participating officers and directors, and the active members involved in advocacy work for the associations.

One of the associations had been somewhat involved in advocacy efforts, while the other two organizations had little or no experience. The Business and Professional Women Association continues its activity of expressing concern on women issues to the government. In the past the Jordan Trade Association has expressed its opinion on some international trade issues when invited by the government. The World Trade Center has not had advocacy as part of its. None of the organizations have reached its full potential for impacting legislative processes in Jordan.

The three groups need to internalize the activity of public policy advocacy, gain strong support from their leadership, learn the techniques and strategies involved in advocacy, and formalize their programs with specific issues in the coming years.

Finally, because the three groups are very similar in their sophistication level of organizational development, even though greatly different in their missions, some of the analyses and recommendations are identical. This sameness should not be interpreted that a "cookie-cutter" approach is being taken in the AMIR Technical Assistance/Training assignments. It must be recognized that certain fundamental principles must be put into place by these business associations prior to their being able to develop highly refined programs. To use a sports analogy, to play a soccer game, there must be a team with a ball, a field, and two goals. All three associations are still putting their teams together, buying a soccer ball, and cleaning up the field. AMIR-Jordan is attempting to help them get ready to play the game.

Highlights of Technical Assistance and Training
In Public Policy Advocacy/Public Relations
Amman World Trade Center

Radisson SAS Hotel Building
P.O.Box 962140
Amman 11196 Jordan

The Amman World Trade Center

Meeting Summaries

On December 1, 1998, AMIR's Dr. Zaki Ayoubi and CIPE consultant Larry Milner met with Ra'ed Bilbessi, general manager of the Amman World Trade Center. The purpose of the meeting was to introduce the concepts, the strategies, and the techniques of business association involvement in public policy advocacy, issue analysis, and advocacy public relations. This **AMIR** technical assistance emphasized the processes and forms used in advocacy rather than the substance of any particular issue facing Jordan.

In-depth exchanges took place on December 2 between the CIPE consultant and the WTC general manager on the following topics:

- 1) The legislative and governmental systems presently in place in Jordan for adopting or changing laws and regulations;
- 2) The process and techniques often used for researching and analyzing public policy issues in other countries;
- 3) The process and techniques for successfully gaining organizational approval for policy positions;
- 4) The public relation strategies and communication media normally utilized in planned programs of public policy advocacy; and
- 5) The methodologies used in other countries for lobbying activities aimed at gaining parliamentary and/or governmental approval for the associations' adopted policy positions.

The CIPE consultant during the discussions stressed these key points:

Association leaders and general managers must have in-depth knowledge about the present parliamentary and governmental system currently in place in Jordan. The association operatives must know the key decision-makers, as well as governmental functionaries, at every level of the process. They must establish and maintain contact with these decision-makers and policy shapers by opening lines of personal and public communications. Through such channels of communication, associations can gain access to effectively advocate the positions of their associations' members.

According to the Jordanians in these technical assistance discussions, real barriers exist to having direct input into the legislative and regulatory processes. They had the perception that "government officials do not listen." Still, the Amman World Trade Center leaders and staff must produce results in public policy advocacy no matter how many real or imaginary barriers to public participation are presently impeding involvement. The imaginary barriers tended to vanish when these participants admitted that very seldom do associations present government officials with feasible alternatives to proposed laws, nor seldom are the government petitioned to change existing statutes. Real barriers—the lack of transparency in the parliamentary process and the lack of public participation as expert witnesses before legislative committees—create definite,

but not insurmountable problems for an association's lobbying effort, according to the CIPE consultant.

Further discussion centered on programs and methods to produce specific legislative and regulatory changes, which might be sought by the Amman World Trade Center. The CIPE consultant pointed out that:

Public officials toward a particular group do not pass most bad laws because of malice, but because of ignorance or misperceptions, about the affect certain measures have on various segments of the economy. The aim of the BA's public policy advocacy program is to eliminate that ignorance or those misperceptions.

Legislative and regulatory changes can best be achieved by providing detailed evidence and information about how particular issues or how current laws specifically and directly affect members of the association. The most effective approach for BA's, according the CIPE consultant, is to work within the existing Jordanian system, and perhaps, have as a long-range goal of the organization, the moving of the present legislative process further toward openness and transparency.

The discussion of issue analysis focused on the techniques for finding solid evidence to support the association's policy positions. According to local observers, Jordan business leaders normally go to the government to complain about problems, but very seldom offer any solutions or documentation for their complaints. Evidence to support the business community's recommendations is minimal and non-professional. To illustrate more effective methodologies, many printed examples of how issues are analyzed were shown to the WTC general manager.

Key technical assistance suggestions included:

- 1) drafting clear and concise statements explaining the essence of issues;
- 2) researching the historical, legislative, judicial, and legal backgrounds of issues;
- 3) delineating reasons why the association's issues are important and will improve the welfare of the entire population of Jordan;
- 4) finding salient facts and statistics to prove associations' policy positions;
- 5) gaining association board approval of carefully crafted and thoroughly research and documented position statements of the organization;
- 6) uncovering the positions and arguments of opposition groups; and
- 7) Ultimately formalizing the request for legislative or administrative action.

The CIPE consultant outlined several public relation strategy and tools that the Amman World Trade Center could use. News releases and opinion editorials (Op-ed pieces) should be produced and released in an effort to gain public support.

A center piece of the PR effort should be a one or two page brief, attractively designed, thoroughly documented, formally adopted and published by the Amman World Trade Center for each policy issue. Upon adoption, these issue briefs should be sent to governmental and legislative persons, the media, opinion makers, and the association's membership.

In addition to formally produced **PR** documents, the leaders of the association should undertake informal networking. Socializing as well as formally contacting the members of parliament and the government should be carefully planned and carried out. These networking efforts should be ongoing and become a regular part of association activities. Inviting officials to speak at organizational functions was suggested **as** a good method of maintaining contact with decision-makers. Establishing e-mail contacts with the officials was another technique recommended. Sending issue briefs and research papers also were discussed, as effective means of gaining public official's attention

Several hours were spent going over examples of public policy position papers and public relation pieces which could be used as models for the Amman World Trade Center's public policy advocacy program. The general manager was very interested and dedicated to undertaking such activities on behalf of his members.

Recommendations for the Amman World Trade Center

Recommendation Number One: The general manager of the Amman World Trade Center should first study the Jordanian legislative, governmental, and political processes. He should interview various parliamentarians, public officials, journalists, educators, business people, and association professionals in an effort to learn the current methods presently utilized in Jordan. He should undertake this task immediately and have a relatively comprehensive knowledge of the legislative process as well as important political figures no later than March 1999.

Recommendation Number Two: The general manager should begin networking with governmental and legislative officials and with fellow association executives on a professional and a social basis. By March of 1999, he should have met at least twenty to thirty key political figures and know them by name and sight.

Recommendation Number Three: The general manager should build a data base of contacts within the government and begin a brief E-mail newsletter to these contacts concerning the key issues facing the association. The compilation of this database should begin immediately and the E-mail newsletter should begin no later than February 1999.

Recommendation Number Four: Using the knowledge gained during the technical assistance and training provided by *AMIR*, the general manager should convince the chairman of the WTC to establish a board level committee to select two key public policy issues upon which the center should focus. One issue might be the effort to gain additional and improved access to governmental statistics and studies on Jordan's world trade activities.

Recommendation Number Five: With the staff providing the issue research and analysis, and with the assistance of *AMIR* and its consultants, the WTC board should adopt and publicize at least two formal policy position statements as recommended by the board level committee. Formal approval of policy positions should be completed by March or April of 1999.

Recommendations Number Six: The chairman of the WTC and the general manager should attempt to gain support from other business associations for the WTC's positions. This should begin in March 1999.

Recommendation Number Seven: If appropriate and helpful to the lobbying process, news releases should be developed along with opinion editorial pieces and sent to all major news media outlets about the positions of the WTC. This effort should be undertaken by May 1999.

Recommendation Number Eight: To gain governmental and legislative support for adoption of the WTC's position, a carefully planned lobbying campaign should be undertaken by the board and staff, depending upon WTC's readiness, the external factors in Jordanian political life, and the timing of the Jordanian legislative process. This effort should be completed by the fall of 1999.

Recommendation Number Nine: Careful analysis of the successes and failures of the WTC lobbying effort should be conducted upon completion of the process, so necessary adjustments in the WTC approach can be implemented.

Some Examples Used in the Technical Assistance and Training

**A sample of an issue brief used for the
1996 National Issue Convention held in the United States.**

**Issue Brief
1996 National Issue Convention - The Free Market**

Americans believe in rewarding effort, providing incentives for new economic ventures, and letting people get rich when they work at it. The best way to increase everyone's share is to make sure the economic pie keeps growing. Governmental actions—including heavy taxation of savings and investments, tax hikes, over-regulation of business, and other policies that discourage investors and entrepreneurs—have been a serious obstacle to faster growth.

If governmental policies were changed to encourage economic growth and help businesses take advantage of recent technological advances, America should be able to achieve growth rates that rival those of the post-war period. Rapid economic growth will generate new jobs and higher wages and salaries for most Americans. The free market system, which has been notably successful in providing a high standard of living for thousands of Americans, is the most promising way to achieve higher wages and a better standard of living over the next generation.

This would mean

- Lowering taxes, especially on savings and investment. With lower taxes, existing businesses would be encouraged to step up investment, and entrepreneurs would have a greater incentive to start new ventures.
- Balancing the federal budget so government borrows less. That would make more funds available, at lower interest rates, to invest in new or expanding businesses. It would also encourage individuals to finance and purchase homes or cars.
- Reducing unnecessary regulations to permit more freedom to those building or expanding economic enterprises.

In Support

- The market-based system has provided a higher standard of living than any other economic system in history. Why tamper with success?
- Americans think about fairness in practical terms. If you stay in school and get advanced training, you deserve to earn more. It's fair for those who save and invest and work hard to make a profit.
- Without the prospect of substantial economic gains, people would have no incentive to lend money or put their time and energy in new investments that are the key to an expanding economic pie.

In Opposition

- Economic growth is meaningless to most Americans if family income doesn't increase as a result of economic expansion.
- It's unrealistic to promise growth rates that rival those of the post-war years. While it is desirable to take various measures to enhance economic growth, it is unlikely that the American economy can grow much faster than its current rate.
- Income inequality justified in the name of efficiency and incentives has become excessive and morally indefensible over the past two decades.
- Cutting taxes, slashing regulations, and getting government out of the way sounds appealing. But public expenditures on schools, training programs, and services to children are necessary if we're serious about making equal opportunity a reality.

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from Dr. James Fishkin.

A Sample News Release

For Immediate Release

Charles LeBlanc
Seaside Chamber of Commerce
Seaside, Tierra Bonita
Phone 555-5555

SEASIDE CHAMBER FIGHTS FOR REFORM

The Seaside Chamber of Commerce announced today at its monthly board meeting that the chamber is forming a new coalition with the National Association of Building Parts Manufacturersto fight for President Adolpho Sanchez's new federal tax reform plan.

Charles LeBlanc, chairperson of the chamber board, said, "Tax reform is imperative for Tierra Bonita to remain competitive in the global economy. The businesses of our country are burdened with overtaxation that makes the costs of our products higher than competing nations' manufacturers. This new coalition, which will be called Fair Taxes for Tierra Bonita, will help the president achieve his goals."

The executive director of the National Association of Building Parts Manufacturers, Helga Schiller, said "President Sanchez has always supported tax reform, and his proposal now pending before the legislature is vital for the building parts industry of Tierra Bonita. We invite others to join this Fair Taxes for Tierra Bonita coalition."

According to a report presented to the chamber board, federal business taxes add at least five zoyas to every Tierra Bonita-made building part. The average tax in other countries is equivalent to only three zoyas. The report, produced by the staff of the Chamber from a survey of building parts makers, further states that a decrease in the federal tax rate would actually produce more tax revenues for the government in the long run. The report argues that lower taxation will cause a dramatic increase in sales of parts and systems, which will in turn produce more tax money for the national treasury.

"President Sanchez's reform proposal is equitable, broad-based and non-regressive, and fosters a favorable business climate. His approach encourages economic development," LeBlanc said.

"Taxes should be few in number and easy to administer with the tax burden distributed primarily among income, sales, and property taxes, and not based on protectionism," said Schiller.

A policy statement issued by the chamber asserts that "equilibrium should be maintained between tax growth, population growth, and economic activity."





The Society of the Plastics Industry, Inc

Issue Brief

INTERNATIONAL TRADE ISSUE OUTLOOK 1998: POSSIBLE IMPACT ON THE U.S. PLASTICS INDUSTRY

China MFN

- Issue:** The annual debate to renew China's Most-Favored-Nations(MFN) trade status takes place every spring. As every president has done since 1980, President Clinton is expected to recommend to Congress that China's MFN be renewed. The Congress must pass a resolution of disapproval for MFN not to continue. The House in July defeated the resolution of disapproval, which means that China will continue to receive MFN status. The issue will again be deliberated in 1999. The debate centers on congressional and public concern regarding human rights violations in China. MFN opponents believe that removing MFN, which is important to Chinese exporters, would force the Chinese government's hand to change their human rights practices. MFN supporters believe that not renewing MFN would further alienate the Chinese and may result in a trade war that would severely hurt U.S. business. In addition, supporters believe that the best way to encourage better human rights in China is to be involved through business and trade. The term "most-favored-nation" is slightly misleading. A designation as MFN simply means that the U.S. treats an MFN nation with regard to tariffs as it does every other trading partner (with the exception of former Soviet bloc countries, Cuba, and Iran, for example).
- Plastics Impact:** Not renewing MFN for China would result in U.S. tariffs on Chinese imports increasing significantly. It has been speculated that not renewing MFN would result in a trade war, hurting U.S. imports. The U.S. plastics industry, as well as other manufacturing and service interests, could be severely hurt by any Chinese sanctions on U.S. imports.
- Action:** SPI policy supports renewing MFN for China. SPI has lobbied in the past, and will in the future, for granting MFN to China. In June, SPI testified before the House Ways and Means Trade Subcommittee in support of China **MFN**.

China and WTO

- Issue:** One of the biggest areas of U.S. leverage over China's trade policies may be the negotiation over the terms of China's accession to the World Trade Organization. China has been lobbying to join the WTO for 10 years, and the United States, as well as some other developed nations, are concerned about some of China's positions in the negotiations thus far. The United States believes that China must reform its market access regime and its system of trading rights, where only certain designated entities are permitted to import or export goods. Other concerns are with China's limits on foreign direct investment and its implementation of a 1996 agreement on intellectual property rights.
- Plastics Impact:** Because of the U.S. plastics industry's continued interest, presence and anticipated growth in the Chinese market, it had a vested interest in the terms of Chinese accession to the WTO, particularly on issues such as market access, trading rights and intellectual property rights protection.
- Action:** SPI currently is exploring the development of a policy paper on this issue that would be used in lobbying the U.S. Trade Representative's office and Congress.



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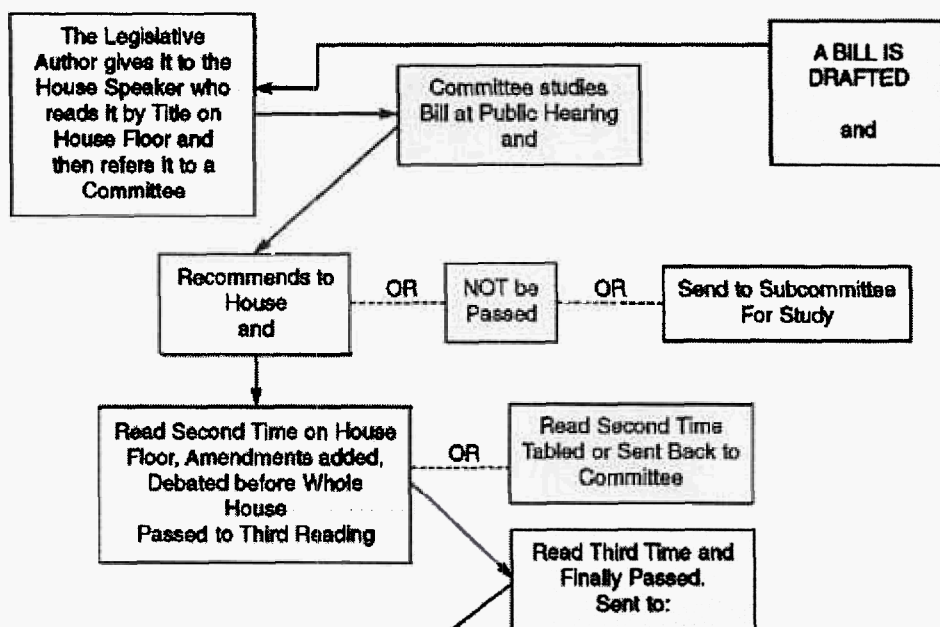
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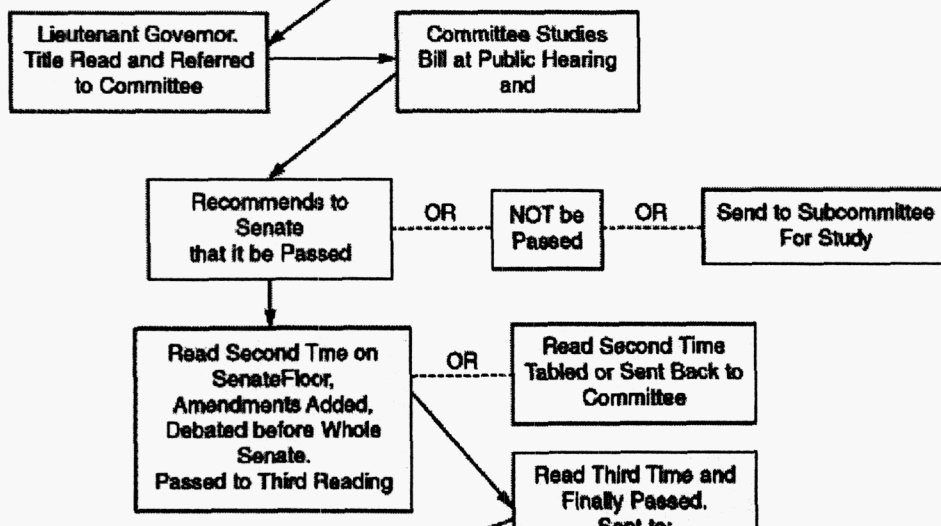
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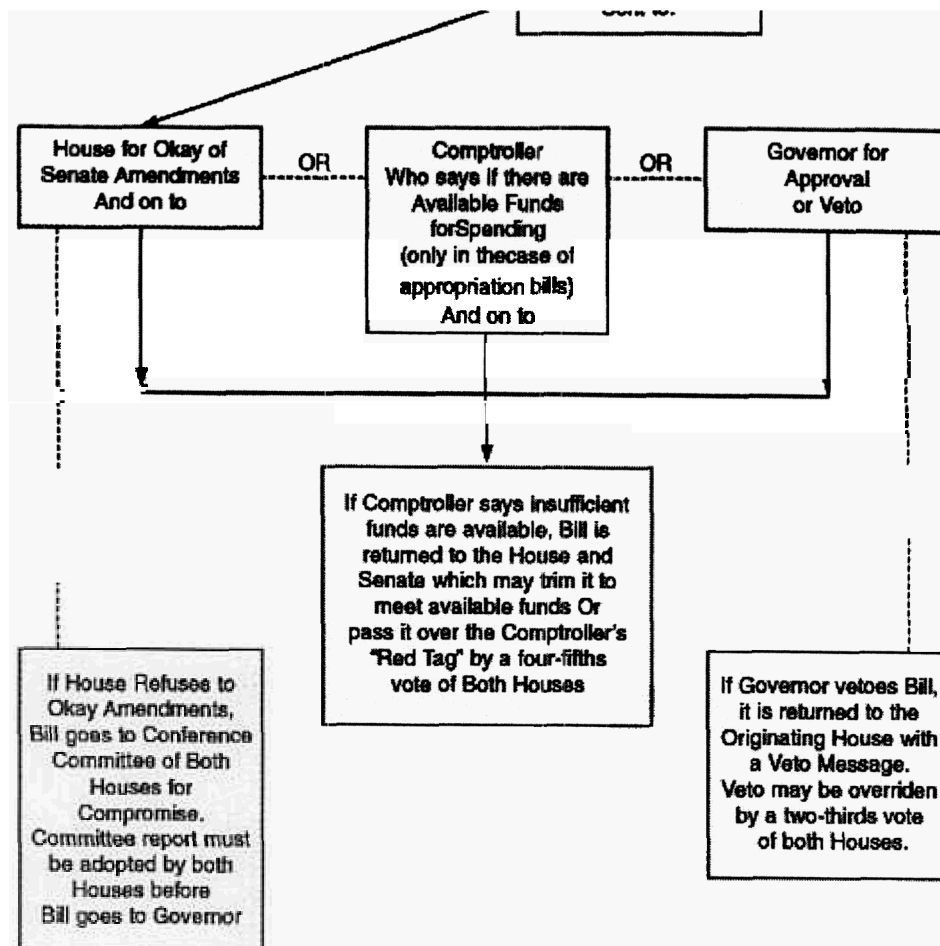
How A Bill Becomes A Law

HOUSE



SENATE





The diagram represents a bill originating in the House of Representatives. With the exception of measures to raise revenue, which must originate in the House, bills may be introduced in either the House or the Senate. Steps in the progress of a bill in either house are essentially the same. Measures passed by one house must proceed to the other for final passage before going to the Governor for approval or veto.

For more information from the Texas House of Representatives Web Site, [click here](#).



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BRIEF ANALYSIS

No. 111

For immediate release:

Thursday, June 30, 1994

Competing Visions for Health Reform

Relatively simple reforms would go a long way toward solving our most pressing health care problems without creating new ones. Unfortunately, the underlying debate is not about how to solve our health care problems. It's about how our health care system should be organized.

Bureaucratic Vision. Under the Clinton plan, bureaucracies rather than individuals would make most of the important decisions. Most people would be forced to join health maintenance organizations (HMOs), whose doctors would serve **as** agents of the HMOs rather than their patients. Administrative interference in the doctor-patient relationship would be routine; doctors would be encouraged to practice "cookbook" medicine — following bureaucratic guidelines — and they would face intense pressure to avoid diagnostic tests, reduce hospital admissions and in other ways deliver lower-quality care.

President Clinton's proposed price controls and global budgets would make things worse by forcing **HMOs** to ration care. And bureaucrats would decide everyone's place in the waiting lines.

Patient Power Vision. The alternative to empowering bureaucracies is empowering individuals. Advocates of patient power believe that individuals should be free to control most of their own health care dollars, using insurance to pay rare, catastrophic expenses. Since most physicians' fees would be paid from personal Medical Savings Accounts (MSAs), doctors would become financial agents as well **as** health agents of their patients, helping them make wise decisions in a complex medical marketplace. The doctor-patient relationship would **be** based on the welfare of the patient, not on the financial self-interest of an HMO.

Can Individuals Make Good Decisions? Behind the bureaucratic vision of health reform is an enormous contempt for individuals. For example, explaining why people should not be allowed to control some of their

own health care dollars through Medical Savings Accounts:

- Hillary Rodham Clinton said that many people would save the money and skimp on health care "unless [they are] required to be responsible."
- Rep. Pete Stark (D-CA) has said that patients cannot make such decisions because they consider themselves "invincible" when well, but are "absolutely irrational, brain-dead, sniveling, begging and fantasizing ills and pains" when sick.

But if individuals aren't smart enough to choose their own doctors, are they smart enough to choose politicians who will choose their doctors for them?

Despite the assertions of the pro-bureaucracy reformers, individuals paying with their own money often negotiate better discounts with doctors and hospitals than do large insurance companies. Moreover, advocates of patient power expect people to take advantage of price discounts negotiated by their employers and to seek advice from experts. The key to patient power is *the right to refuse the advice*.

Should Individuals be Allowed to Make Their Own Decisions? One argument in favor of empowering individuals is that bureaucracies **are** threatening the quality of care patients receive — even without health care reform.

When Les Aspin became Secretary of Defense, he needed additional vaccinations because of his expanded international travel. In order to save \$1.55, however, his physicians gave him a cheaper but slightly more risky vaccine — and Aspin ended up in an intensive care unit. To our knowledge, he was never asked if he would be willing to pay \$1.55 out-of-pocket to avoid the risk.

Most proponents of managed care see little medical benefit in a cancer blood test known as prostate-specific antigen (PSA), and therefore do not routinely provide it. Fortunately U.S. Senator Bob Dole had the opportunity to make his own decision and opted for a PSA test in 1991. The test led to the biopsy and surgery the senator contends saved his life. Had Bob Dole been a member of an HMO, he might not be alive today.

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BRIEF ANALYSIS

No. 114

For immediate release:

Wednesday, July 6, 1994

Community Rating A Cure Worse Than the Disease

Under "community rating" health insurers are required to charge the same premium to every policyholder, regardless of their expected health care costs. Under "modified" community rating, premiums may be adjusted by age and sex. Both types of regulation allow people who are already sick to purchase health insurance for the same price as those who are healthy. Thus:

- A person who has **AIDS** would be able to purchase health insurance for the same premium as someone who does not.
- People in hospital cancer wards would be able to purchase insurance for the same premium as people who do not have cancer.

Community rating is part of the Clinton administration's health care reform package. It is also present in a number of other reform proposals. Is it a good idea? Let's take a closer look.

Community Rating Would Increase the Costs of Health Insurance for Most People. In order to achieve a level premium for everyone, healthy people must be charged more so that sick people can be charged less. And, because most people are healthy, most people would eventually see their premiums rise. In 1993, the state of New York implemented legislation requiring insurers to (1) accept all applicants regardless of health status and (2) charge **everyone the same premium for health insurance**. According to the New York Department of Insurance:

- In the first year of community rating, almost 30 percent of the insured experienced premium increases ranging from 20 to 59 percent.

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- Rates for a 30-year-old single male increased by 170 percent.

Consider the experience of Mutual of Omaha, the only major company besides Blue Cross selling individual policies in the state. Nationally, Mutual's claims (medical expenses paid under its policies) averaged about \$3,800 per family last year, an increase of only **\$400** from 1992. But under community rating in New York, its average claim more than doubled, rising to \$7,900. These increased claims resulted in a 35 percent increase in premiums, on top of a huge increase already adopted when community rating was implemented.

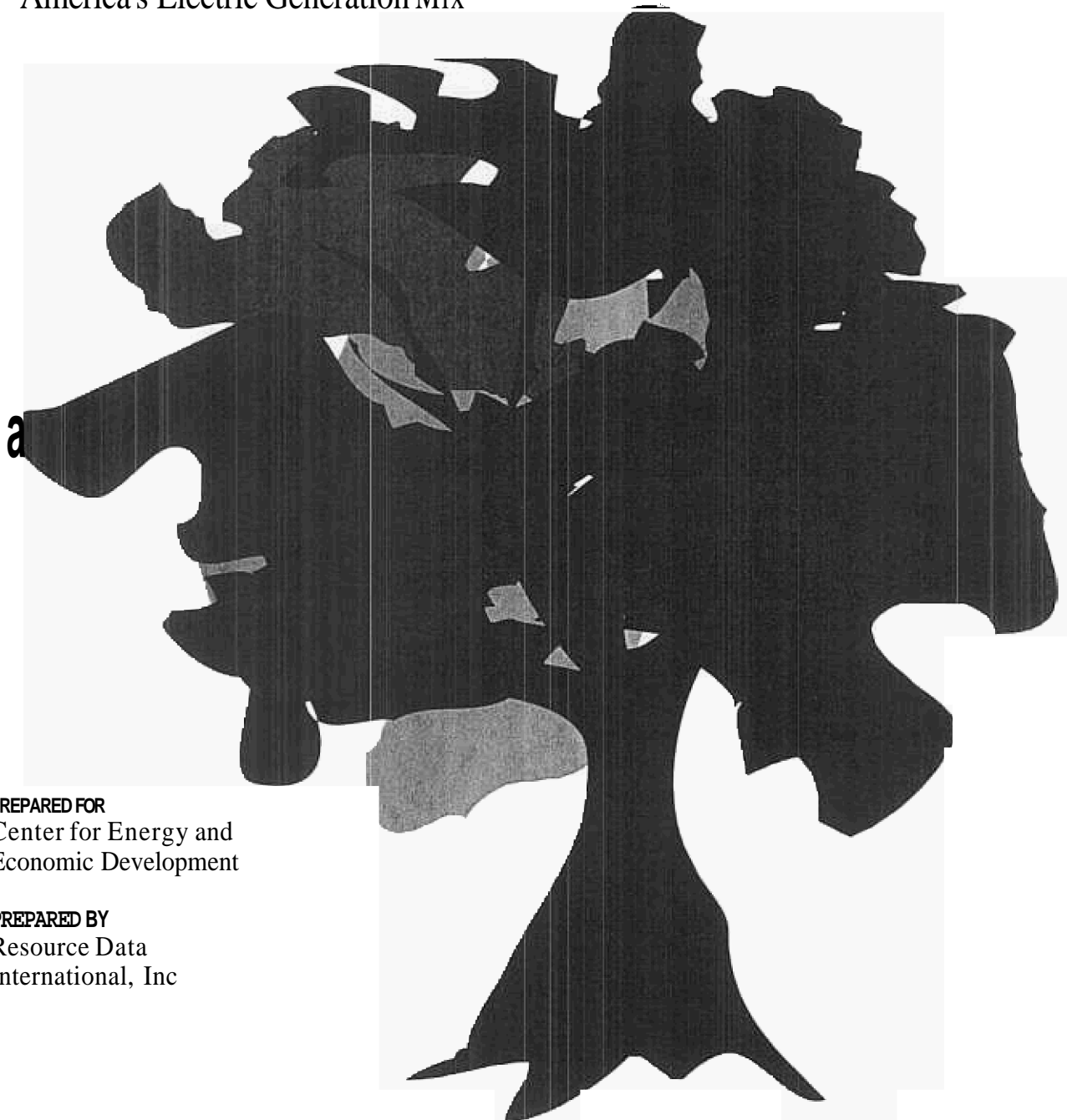


Community Rating Would Increase the Number of Uninsured. The intent of the New York law was to increase the number of insured by raising the premiums of the healthy in order to subsidize the premiums of those at high risk.

The result: as sick people entered the market, causing costs (and, therefore premiums) to rise, healthy people left. According to the New York Insurance Department, 43,666 individual policyholders have canceled their policies. Those moving out of the health insurance market are the younger, healthier segment of the population. Mutual of Omaha reports that under the new law the average age of its New York policyholders has increased by 3.5 years.

Community Rating Would Redistribute Income from the Poor to the Rich. Because community rating increases premiums for younger people and decreases them for older people, it results in a regressive system that penalizes those who can least afford to pay higher premiums. For example, nationwide the median annual

The Role of Renewable and Traditional Energy Resources in America's Electric Generation Mix



PREPARED FOR
Center for Energy and
Economic Development

PREPARED BY
Resource Data
International, Inc

Highlights of Technical Assistance and Training in
Public Policy Advocacy/Public Relations
Jordan Trade Association

P.O. Box 839432
Amman 11183 Jordan

Jordan Trade Association

On December 7, Dr. Zaki Ayoubi of **AMIR** and Larry Milner, CIPE consultant for business associations met with Dr. Bassam Al-Saket, JTA's chairman, the JT board of directors, and Halim Abu-Rahmeh, managing director of the Jordan Trade Association. The previous activities of the **AMIR** program were discussed and the technical assistance program was explained. The board accepted the AMIR offer and the managing director and the CIPE consultant met the following day.

The purpose of the December 8 meeting was to introduce the concepts involvement in public policy advocacy, issue analysis, and advocacy public relations. Technical assistance to the JTA general manager was offered and accepted. The technical assistance emphasized the processes and forms rather than the substance of any particular issue facing Jordan. In-depth exchanges about the strategies and the techniques of business association public policy advocacy took place between the CIPE consultant and the JTA general manager Halim Abu-Rahmeh on the following topics:

- 1) The legislative and governmental systems presently in place in Jordan for adopting or changing laws and regulations;
- 2) The process and techniques often used for researching and analyzing public policy issues in other countries;
- 3) The process and techniques for successfully gaining organizational approval for policy positions;
- 4) The public relation strategies and communication media normally utilized in planned programs of public policy advocacy; and
- 5) The methodologies used in other countries for lobbying activities aimed at gaining parliamentary and/or governmental approval for the associations' adopted policy positions.

The CIPE consultant during the discussions stressed these key points:

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According to the Jordanians in the discussions, real barriers exist to having direct input into the legislative and regulatory processes. They had the belief that "government officials do not listen." Still, the Jordan Trade Association leaders and staffs must produce results in public policy advocacy no matter how many real or imaginary barriers to public participation are presently impeding involvement. The imaginary barriers tended to vanish when these participants admitted that very seldom do associations present government officials with feasible alternatives to proposed changes, nor seldom are the government petitioned to change existing laws. Real barriers, such as the lack of

transparency in the legislative process, and the lack of public participation as witnesses before legislative committees, create definite, but not insurmountable problems for an association's lobbying effort, according to the CIPE consultant.

Further discussion centered on programs and methods to produce specific legislative and regulatory changes, which might be sought by the JTA. The CIPE consultant pointed out that:

Most bad laws are not passed because of malice by public officials toward a particular group, but because of ignorance or misperceptions, about the affect certain measures have on various segments of the economy. The aim of the BA's public policy advocacy program is to eliminate that ignorance or those misperceptions.

Legislative and regulatory changes can best be achieved by providing detailed evidence and information about how particular issues or how current laws specifically and directly affect members of the association. The most effective approach for BA's, according the CIPE consultant, is to work within the existing Jordanian system, and perhaps, have as a long-range goal of the organization, the moving of the present legislative process further toward openness and transparency.

The discussion of public policy issue analysis focused on the techniques for finding solid evidence to support policy positions. According to Jordanian participants of the Jordan Trade Association, Jordan business leaders normally go to the government to complain about problems, but very seldom offer any solutions or documentation for their complaints. Evidence to support the business community's recommendations is normally minimal and non-professional. Many printed examples of how issues are analyzed were shown to the participants from the United States.

Key technical assistance suggestions for the Jordan Trade Association included recommendations to

Key technical assistance suggestions included:

- 1) drafting clear and concise statements explaining the essence of issues;
- 2) researching the historical, legislative, and legal backgrounds of issues;
- 3) delineating reasons why the association's issues are important and will improve the welfare of the entire population of Jordan;
- 4) finding salient facts and statistics to prove associations' policy positions;
- 5) gaining association board approval of carefully crafted and thoroughly research and documented position statements of the organization;
- 6) uncovering the positions and arguments of opposition groups; and
- 7) formalizing the request for legislative or administrative action.

The CIPE consultant recommended several public relation strategy and tools that the Jordan Trade Association could use. A center piece of the PR effort should be a one or two page brief, attractively designed, thoroughly documented, formally adopted and published by the Jordan Trade Association for each policy issue.

Upon adoption, these issue briefs should be sent to governmental and legislative persons, the media, opinion makers, and the association's membership. News releases and opinion editorials (known as op-ed pieces in professional PR parlance) should be produced and released in an effort to gain public support. Several public relation techniques were explored. In addition to formal produced PR documents, the leaders of the association should undertake informal networking. Socializing as well as formally contacting the members of parliament and the government should be carefully planned and carried out. These networking efforts should be ongoing and become a regular part of the association's activities. Inviting officials to speak at organizational functions was suggested **as** a good method of maintaining contact with decision-makers. Establishing e-mail contacts with the officials was another technique recommended. Sending issue briefs and research papers also were discussed, **as** effective means of gaining public official's attention

Several hours were spent going over examples of public policy position papers and public relation pieces which could be used as models for the JTA's public policy advocacy program. The board and the managing director seemed very interested and dedicated to undertaking such activities on behalf of their members.

Recommendations for the Jordan Trade Association

Recommendation Number One: The managing director of the Jordan Trade Association should continue the process of refining and expanding the public policy advocacy portion of the strategic plan which has been approved by the JTA board of directors. With the information and illustrations offered during the TA/Training, and with the discussions conducted during the two Public Policy Advocacy Seminars, the additions to the strategic plan should be formalized into a written program outlining specific, measurable, and achievable goals. In addition, this plan should establish the resources needed and the times required for completion of the specific goals. A written document should be submitted for the JTA board's approval, then transmitted to the organization's allies, such as **AMIR** and the Jordan Trade Association. This task should be completed in January 1999.

Recommendation Number Two: The managing director of the Jordan Trade Association should first study the Jordanian legislative, governmental, and political processes. He should spend many hours with his chairman, a former minister and current head of an important governmental agency, to gain insight on the operational aspects of the Jordanian government and parliament. He should interview various public officials, journalists, educators, business people, and other association professionals in an effort to learn the current methods presently utilized in Jordan. He should undertake this educational task immediately and have a relatively comprehensive knowledge of the parliamentary process and an acquaintanceship with important political figures no later than March 1999.

Recommendation Number Three: The managing director should begin networking with governmental and parliamentary officials and with fellow association managers on a professional and a social basis. By March of 1999, he should have met at least twenty to thirty key political figures and know them by name and sight.

Recommendation Number Four: The managing director should build a card file of names, addresses, and positions of contacts within the government. He should begin this activity no later than February 1999.

Recommendation Number Five: Using the knowledge gained during the technical assistance and training provided by **AMIR**, the managing director should convince the chairman of the Jordan Trade Association to establish a board level committee to select two key public policy issues upon which JTA should focus. Using as a resource document the list of international issues developed by the **AMIR** Consensus Building Meeting would be an excellent starting point. This should be accomplished during January 1999.

Recommendation Number Six: With the managing director providing the issue research and analysis with the assistance of **AMIR** and its consultants, the Jordan Trade Association board should adopt and publicize at least two formal policy position statements as recommended by the board level committee. The formal approval of policy positions should be completed by March or April of 1999.

Recommendations Number Seven: The chairman of the Jordan Trade Association and the managing director should attempt to gain support from three other business associations for the Jordan Trade Association's positions. **This** should begin in March 1999.

Recommendation Number Eight: If appropriate and helpful to the lobbying process, news releases should be developed along with opinion editorial pieces and sent to all major news media outlets about the positions of the Jordan Trade Association. This effort should be undertaken by May 1999.

Recommendation Number Nine: To gain support for adoption of the Jordan Trade Association's position, a carefully planned lobbying campaign should be undertaken by the board and the managing director, depending upon JTA's readiness, the external factors in Jordanian political life, and the timing of the Jordanian legislative process. This effort should be completed by the fall of 1999.

Recommendation Number Ten: Careful analysis of the successes and failures of the Jordan Trade Association lobbying effort should be conducted upon completion of the process so necessary adjustments in the Jordan Trade Association approach can be implemented.

Some Examples Used in the Technical Assistance and Training

NARROW THERAPEUTIC INDEX DRUGS

HB 2571, By Rep. Hugo Berlanga (D-Corpus Christi)
SB 1444, by Sen. Chris Harris (R-Arlington)

The Issue:

Legislation has been introduced addressing the issue of the substitutability of Narrow Therapeutic Index Drugs.

Background:

Narrow Therapeutic Index drugs are those drugs that have a very small difference between the effective dose and a toxic dose. Small changes in dosage can quickly result in noticeable changes in blood concentrations. Examples of NTI drugs **are**: digoxin, phenytoin, warfarin sodium, theophylline, levothyroxine, carbamazepine, valproic acid, and lithium.

The Food and Drug Administration's **The Orange Book** contains evaluations of therapeutic equivalence, advice regarding product selection, and notes special situations including potential differences between drug products. The Orange Book is a well-devised format for outlining substitutions. **The Texas State Board of Pharmacy has adopted by rule the Orange Book as the official list of substitutable drugs by Texas pharmacists.**

This issue and these bills are surfacing now just as two generic products are about to receive **FDA** approval, which means stiff competition for Coumadin and Premarin. The fact of the matter is that substitutability has nothing to do with a narrow therapeutic index. In Texas this year, one manufacturer tried to get the Texas State Board of Pharmacy and the Board of Medical Examiners to prohibit substitution of **NTI** drugs in the pharmacy protocol rules. Both regulatory bodies refused. If the manufacturers are successful, the remaining manufacturers with NTI drugs will lobby to get their drugs on this "*magic list*" that will guarantee a monopoly on market share. In other words, this **is** **an** attempt to circumvent the **FDA**, its tests, and its findings, the Texas generic substitution law, **and** the rules as adopted by the Texas State Board of Pharmacy.

Reimbursement For Diabetes Self-Management Training

SB 163; By Sen. Judith Zaffirini (D-Laredo)
HB 750; By Hugo Berlanga (D-Corpus Christi)

The Issue:

Health Benefit Insurance Plans in Texas should reimburse health care providers, including Pharmacists for delivering diabetes self-management training programs.

The Background:

Diabetes is the third leading cause of death attributable to disease today. Approximately **200,000** people die yearly from diabetes related complications. Only **20 - 25%** of persons with diabetes have been thoroughly educated in diabetes self-management. Patient education and counseling should be established as fundamental and essential components of comprehensive diabetes management.

Pharmacists are increasingly recognized by third party payers and the general public as capable of improving patient outcomes and decreasing total health care costs through the provision of "pharmaceutical care". Pharmacists are trained to counsel patients and monitor drug therapy.

Patients with diabetes see the pharmacist more often than any other health care professional. The pharmacist has the greatest opportunity to counsel and educate persons with diabetes and to instruct them in measures they can take to prevent the complications of diabetes.

What the Bill Says:

SB 163 and **HB 750** would require health benefit plans in Texas to provide coverage for supplies and services associated with the treatment of diabetes. Included in those services are self-management training programs provided by a licensed health care practitioner authorized by their practice act to provide appropriate services. The bill would need to be amended to add "providers" to practitioners, in order to pertain to pharmacists.

BRIEF ANALYSIS

No. 137

For immediate release:

Wednesday, October 26, 1994

The Case for a Capital Gains Tax Cut

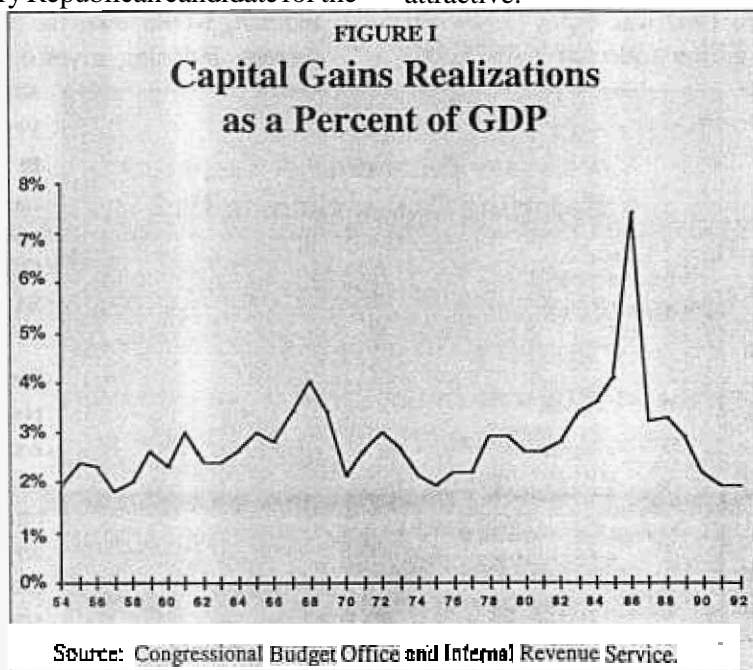
The 1986 Tax Reform Act increased the maximum tax rate on capital gains income from 20 percent to 28 percent. This 40 percent tax hike has reduced government revenues, discouraged entrepreneurship and caused many investors to hold on to assets they would prefer to sell.

As a result, support for change is growing. On September 27, 1994, every Republican candidate for the House of Representatives signed a "contract" that proposes indexing capital gains for inflation and effectively cutting the capital gains tax rate in half for all taxpayers. Similar reforms are supported by many Democrats and such business organizations as the U.S. Chamber of Commerce. Let's see why.

The Case for Indexing. Because tax brackets and the personal exemption are indexed to inflation, people who receive wage income cannot be pushed into a higher tax bracket by the effects of inflation alone. No similar protection exists for those who receive investment income.

Because investors must pay taxes on gains that merely reflect the effects of inflation, the effective tax rate on their real gains can be extraordinarily high. For example, someone who invested in common stock in 1970, did as well as the Dow Jones Industrial Average and sold the stock in 1980 would have had a capital gain of 18.4 percent. During this same period the price level more than doubled, so the nominal gain actually represented a real loss of 44 percent. Nevertheless, the investor would have been assessed a capital gains tax. The purpose of indexing is to ensure that only real gains are taxed.

The Case for Lower Tax Rates. The vast majority of assets have value only because they are expected to produce future income. For example, bonds will produce interest income and stocks will produce dividends and retained earnings. Since this income will be taxed as it is realized, there is no need to tax the owners of these assets at the time the assets are bought and sold. It impedes the efficient transfer of assets from those who value them less to those who value them more, and it makes investments in all income-producing assets less attractive.



Economic Effect: "Unlocking" Investments. The current taxation of inflationary gains, together with high statutory capital gains tax rates, creates a powerful "lock-in" effect. Since selling is taxed and possessing is not, high capital gains taxes encourage investors to hold rather than sell — thereby avoiding the tax indefinitely. Assets that are held until death avoid capital gains taxes altogether.

When investors lock in their assets this way, government loses revenue it would have gotten if tax rates were lower, and the capital market loses efficiency because the flow of assets to those who value them the most is impeded.

ten if tax rates were lower, and the capital market loses efficiency because the flow of assets to those who value them the most is impeded.

Economic Effect: More Revenue for Government. Capital gains are realized at the time assets are sold. It is clear from the history of asset sales that investors are highly sensitive to the tax on capital gains. As Figure I illustrates, investors rushed to sell assets in advance of increases in the capital gains tax in 1969 and 1987. This led to a bulge in sales in 1968 and again in 1986. After the tax increase, however, asset sales fell. Conversely, cuts in the capital gains tax in 1978 and 1981 led to increased sales, as the lock-in effect abated.

AFFORDABLE HOUSING TASK FORCE

Bill Lee, Chair

Strategic Initiative:

Address quality of life issues such as the environment, affordable housing and public safety.

SMART Goal:

During 1998, create and implement a marketing plan to educate the community about the importance and suitability of affordable housing developments. In 1998, make at least 50 presentations to community groups.

Other goals:

Address the "NIMBY" ("not in my back **yard**") issue.

Help to increase public understanding of the definition and description of residents of affordable housing and their housing needs.

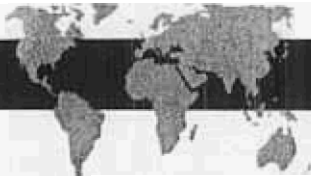
Work with the Development ~~Task~~ Force to address cost and regulatory issues.

Address capital availability issues.

Monitor the implementation of ordinances and legislation designed to expand the number of affordable lots.

Collaborate with the Community Action ~~Network~~ on its affordable housing activities.

Coordinate a tour of exemplary housing programs for Chamber leaders and other interested individuals.



POLICY BACKGROUNDER No. 131

For people with limited time and a need to know.

For Immediate Release

July 7, 1994

“Almost everyone in Congress is seeking an alternative to the Clinton plan.”

The Health Policy Debate: Options for Reform

Both the Congress and the American people seem to have already rejected President Clinton's health reform blueprint. A large bloc of voters, perhaps a majority, is vehemently opposed to the plan. Many others **are** confused or skeptical. In Congress, staunch supporters of the president's proposal are rare. The key congressional committees are all considering variations or alternatives. If any health reform plan passes this year, it will be quite different from what the president originally proposed.

As Congress attempts to piece together reform legislation, many policy questions **are** unresolved. Specifically:

- O** Should the legislation include employer mandates or individual mandates?
- O** Should the legislation include a government-defined benefits package?
- O** Should the goal of reform be universal coverage?
- O** Should the legislation prohibit preexisting conditions limitations?
- O** Should the legislation require community rating?
- O** Should managed competition be the model for reform?
- O** Should the legislation include regional alliances?
- O** Should the legislation impose global budgets and price controls?
- O** Should the legislation include Medical Savings Accounts?
- Should individual **tax** deductions **be** allowed for the purchase of health insurance?
- Should the legislation create **tax** credits for low-income families?
- O** Should the legislation provide for risk pools?

ISBN #1-56808-020-4

Highlights of the Technical Assistance and Training Business and Professional Women Club of Amman

P.O. Box 910415
Amman 11191 Jordan

The Amman Business And Professional Women Club

On December 12, Dr. Zaki Ayoubi of **AMIR** and Larry Milner, **CIPE** consultant for business associations, met with Rasha Barghouti, executive director, Buthaina Jardaneh, board member, Hanan Al-Qennah and Manal Shamoot, legal consultants of the Amman Business and Professional Women Club. The previous activities of the **AMIR** program were discussed

The purpose of the meeting was to introduce the concepts, the strategies, and the techniques of business association (BA) involvement in public policy advocacy, issue analysis, and advocacy public relations. This technical assistance emphasized the processes and forms rather than the substance of any particular issue facing the business women Jordan.

In-depth exchanges took place between the consultant and the association's personnel on the following topics:

- 1) The legislative and governmental system presently in place in Jordan for changing laws and regulations;
- 2) The process and techniques for researching and analyzing public policy issues;
- 3) The process and techniques for successfully gaining organizational approval for policy positions;
- 4) The public relation strategies and media involved in planned, offensive programs in public policy advocacy; and
- 5) The methodologies used in other countries for lobbying activities aimed at gaining legislative and/or governmental approval for the associations' adopted policy positions.

The consultant stressed these key points:

Association leaders and staffs, in particular women in a male-dominated society, must have in-depth knowledge about the present legislative and governmental system currently in place in Jordan. They must know the key decision-makers, as well as governmental functionaries, at every level of the process. They must establish and maintain contact with these decision-makers and policy shapers by opening lines of personal and public communications. Through such channels of communication, the women in this association can effectively advocate the positions of their members.

According to the business women in the discussions, real barriers exist to having direct input into the legislative and regulatory processes. Not only because of gender differences in the society, many believe that "government officials do not listen." Still, the Business and Professional Women Club leaders must produce results in public policy advocacy no matter how many real or imaginary political and social barriers to their participation. The imaginary barriers tended to vanish when these participants admitted that very seldom do women groups present government officials with feasible alternatives to proposed changes, nor seldom is the government petitioned to change existing laws relating to women in business. Real barriers, such as the lack of transparency in the

legislative process, gender discrimination against females, and the lack of public participation as witnesses before legislative committees, create definite, but not insurmountable, problems for the BPWC lobbying effort, in the opinion of the **CIPE** consultant.

Further discussions centered on programs and methods that would produce specific legislative and regulatory changes which might be sought by the BPWC. Legislative and regulatory changes can best be achieved through providing detailed evidence and information about how particular issues or how current laws specifically and directly affect members of the association. The best approach for business women, according to the **CIPE** consultant, is to work within the existing Jordanian system. Perhaps, the BPWC should have as a long-range goal the moving of the present parliamentary process further toward further openness, non-discrimination, and transparency, but the key to success is the vigilant efforts on changing one or two specific laws at a time, rather than pushing for massive changes immediately.

The discussions of public policy issue analysis focused on the techniques for finding solid evidence to support policy positions. According to participants of the Business and Professional Women Club, same as with the WTC and the JTA, Jordan business leaders normally go to the government to complain about problems, but very seldom offer any realistic solutions or indisputable documentation concerning their complaints. Evidence to support the business community's recommendations is normally minimal and non-professional. Many printed examples of how issues are analyzed by other associations in other countries were shown to the participants.

Key technical assistance suggestions for the Business and Professional Women Club included recommendations to

Key technical assistance suggestions included:

- 1) drafting clear and concise statements explaining the essence of issues;
- 2) researching the historical, legislative, judicial, and legal backgrounds of issues;
- 3) delineating reasons why the association's issues are important and will improve the welfare of the entire population of Jordan;
- 4) finding salient facts and statistics to prove associations' policy positions;
- 5) gaining association board approval of carefully crafted and thoroughly researched and documented position statements of the organization;
- 6) uncovering the positions and arguments of opposition groups; and
- 7) formalizing the request for legislative or administrative action.

The **CIPE** consultant outlined several public relation strategy and tools that the Business and Professional Women Club might choose to use. A center piece of the PR effort should be a one or two page brief, attractively designed, thoroughly documented, formally adopted and published by the Club for each policy issue.

Upon adoption, these issue briefs should be sent to governmental and legislative persons, the media, opinion makers, and the association's membership. News releases and opinion editorials (Op-ed pieces) should be produced and released in an effort to gain public support. Several public relation techniques were explored. In addition to formally produced PR documents, the leaders of the association should undertake informal

networking. Socializing **as** well **as** officially contacting the members of parliament and the government should be carefully planned and carried out. These networking efforts should be ongoing and become a regular part of the association's activities. Inviting officials to speak at organizational functions was suggested **as** a good method of maintaining contact with decision-makers. Establishing written contacts with the officials was another technique recommended. Sending issue briefs **and** research papers also were discussed, as effective means of gaining public official's attention

Several hours were spent going over examples **of** public policy position papers and public relation pieces, which could be used **as** models for the Business and Professional Women Club's public policy advocacy program. **The** women in attendance seemed very interested and dedicated to undertaking such activities on behalf of their members.

Recommendations for the Amman Business and Professional Women Club

Recommendation Number One: The executive director of the Amman Business and Professional Women Club should continue the process of refining and expanding the public policy advocacy portion of the strategic plan which has been approved by the BPWC board of directors. With the information and illustrations offered during the TA/Training, and with the discussions conducted during the two Public Policy Advocacy Seminars, the additions to the strategic plan should be formalized into a written program outlining specific, measurable, and achievable goals. In addition, this plan should establish the resources needed and the times required for completion of the specific goals. A written document should be submitted for the BPWC board's approval, then transmitted to the organization's allies, such as **AMIR** and the Jordan Trade Association. This task should be completed in January 1999.

Recommendation Number Two: The executive director and the legal consultants of the Business and Professional Women Club should first study the Jordanian legislative, governmental, and political processes. These three should interview various public officials, journalists, educators, business people, and association professionals in an effort to learn the current methods presently utilized in Jordan. A director of the association, who is a Member of Parliament, is the appropriate person with whom to begin. They should undertake this task immediately and have a relatively comprehensive knowledge of the legislative process and important political figures no later than February 1999. The three should report their findings to the board of directors of the Club.

Recommendation Number Three: The chairwoman and the executive director should begin networking with governmental and parliamentary officials and with fellow association leaders and executives on a professional and a social basis. By March of 1999, the two should have met at least twenty to thirty key political figures and know them by name and sight.

Recommendation Number Four: The executive director should build a data base of contacts within the government and begin a brief E-mail newsletter to these contacts concerning the key issues facing the association's members and women in Jordan. The compilation of this database should begin immediately and the E-mail newsletter should begin no later than February 1999.

Recommendation Number Five: Using the knowledge gained during the technical assistance and training provided by **AMIR**, the executive director should ask the chairwoman of the Business and Professional Women Club to establish a board level committee to select two key public policy issues upon which the center should focus. One issue might be the effort to change the discriminatory pension laws.

Recommendation Number Six: With the legal consultants providing the issue research and analysis and with the assistance of **AMIR** and its consultants, the Business and Professional Women Club board should adopt and publicize at least two formal policy position statements as recommended by the board level committee. The formal approval of policy positions should be completed by March or April of 1999.

Recommendations Number Seven: The chairwoman of the Business and Professional Women Club and its executive director should attempt to gain support from other business and women's associations for the Club's positions. This should begin in March 1999.

Recommendation Number Eight: If appropriate and helpful to the lobbying process, news releases should be developed along with opinion editorial pieces. These should hand delivered to key journalists who work for all major news media outlets. This effort should be undertaken by May 1999.

Recommendation Number Nine: To gain support for adoption of the Business and Professional Women Club's position, a carefully planned lobbying campaign should be undertaken by the Club's board and staff. **This** endeavor depends upon the readiness of the Club's public policy advocacy capabilities, the external factors in Jordanian political life, and the timing of the Jordanian parliamentary process. This effort should be completed by the fall of 1999.

Recommendation Number Ten: Careful analysis of the successes and/or failures of the Business and Professional Women Club lobbying effort should be conducted upon completion of the process so necessary adjustments in the Club's approach can be implemented.

Some Examples Used in the Technical Assistance and Training

PRIORITIES



exas is poised on the threshold of becoming a center of national and international trade. Diverse human and natural resources, strategic location, entrepreneurial spirit and a burgeoning business climate have positioned the state to become the world's premiere location for doing business.



economic development
education
employment relations
environmental quality
health care
international trade
taxes & spending
tort reform
workers' compensation

This opportunity is not happenstance. By capitalizing on the state's natural advantages, Texas employers (together with elected officials and concerned citizens) have formed a private/public partnership to create limited government and unlimited individual opportunity. This unique partnership ~~was~~ dramatically illustrated in 1995 by the 74th Texas Legislature, which made significant strides in improving public education,

reorganizing job training and workforce development, restoring balance to the civil justice system, reauthorizing a workers' compensation system which is saving the state economy some \$2 billion annually, deregulating intrastate trucking rates, providing incentives for preserving the environment and balancing the budget without new taxes.

But the job is not yet finished. Constant oversight is required, from implementation of new statutes through promulgation of rules and regulations. And additional balance is needed in a number of areas in order to realize Texas' full potential as a world leader in the 21st Century. One example is tort reform. Texas employers are still victims of lawsuit abuse ~~as~~ a result of litigation filed by plaintiffs in other states with little or no connection to Texas. **And** many employers are still being victimized by third-party liability actions as a result of workplace injuries. There is also a pressing need to improve the way that judges are selected in Texas.

For the past 75 years, Texas Association of Business & Chambers of Commerce (TABCC) has been committed to addressing issues which directly impact employers and threaten their ability to preserve existing jobs and their incentive to create new ones.

Strong, unified action by employers, in concert with others in both the private and public sectors, will be required to realize Texas' potential as a world leader.

Diverse human and natural resources, strategic location, entrepreneurial spirit and a burgeoning business climate have positioned Texas to become the world's premiere location for doing business.

TABCC's 1997 LEGISLATIVE PROGRAM

RESULTS

The 75th Texas legislature's regular session produced generally positive, although mixed, results for employers and the outlook for jobs in the state.

While there were a number of legislative accomplishments on selected issues — such as the environment and economic development — there were setbacks in health care and disappointing progress on tort reform.

It was a session dominated to a large degree by efforts to lower school property taxes while also restructuring state support for public schools. The bill that was finally approved finances school property tax cuts for homeowners using a \$1 billion budget surplus. This result was positive for all taxpayers, since using budget surpluses for tax relief emphasizes the importance of efficient government.

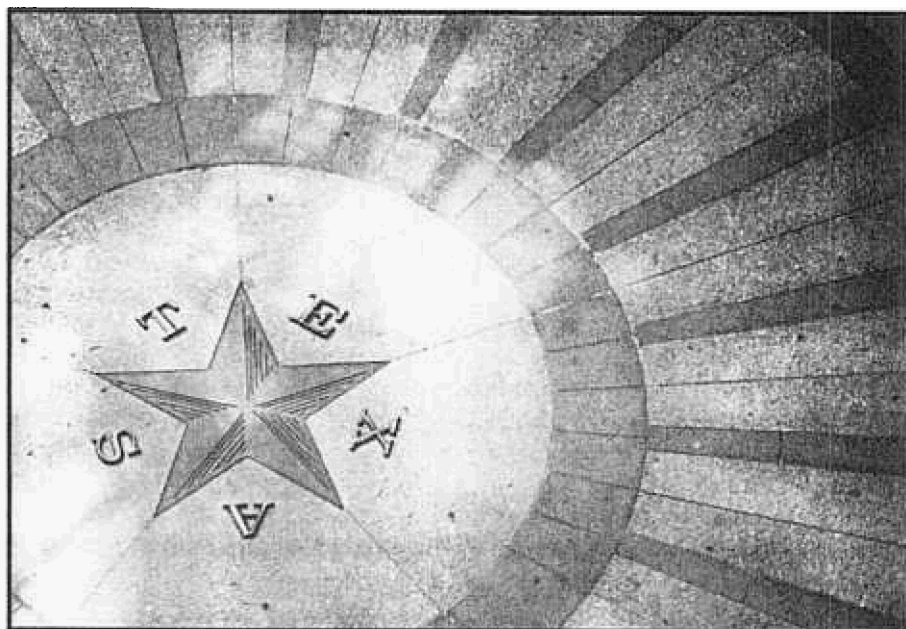
But taxes, health care and tort reform will likely be of continued concern to employers in future legislative sessions.

Representing a broad cross-section of the state economy — from manufacturing to service, from high-tech to low-tech, from wholesale to retail, and all segments in between — TABCC committees and staff tracked 1,146 of the more than 5,000 bills filed by lawmakers in 1997.

Topics included not only taxes, health care, the environment and civil justice, but also employment matters, including workers' compensation, unemployment compensation and workforce development.

This special 12-page legislative wrap-up summarizes major bills affecting employers and the Texas economy by focusing on the priority issues TABCC set out to address during the 1997 session.

The action taken on each piece of legislation listed in this publication (presented in *italics* after each bill is described) is current as of press time — June 12, 1997 — and may not reflect final action. The governor has until June 22, 1997 to veto any legislation.



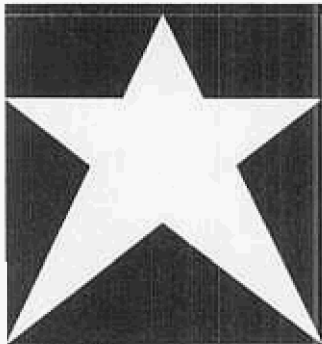
economic development
education
employment relations
environmental quality
health care
international trade
taxes & spending
tort reform
workers' compensation

■ Texas Senate/House of Representatives Candidate Responses ■

District	Name	City	Party	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
28	Val Virley	Lubbock	R	N*	N	Y	Y	N	N	Y	Y	Y	Y	Y	Y
29	Pratt Benson (i)	El Paso	D	?	?	?	?	?	?	?	?	?	?	?	?
30	Steve Carls (i)	Rocky	D	d	d	d	d	d	d	d	d	d	d	d	d
30	Tom Haywood	Wichita Falls	R	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
31	Teel Davis (i)	Amarillo	R	?	?	?	?	?	?	?	?	?	?	?	?

Texas House of Representatives Candidates

1	Barry Todd (i)	DeKalb	D	?	?	?	?	?	?	?	?	?	?	?	?
2	Tom Ramsey (i)	Mt. Vernon	D	?	?	?	?	?	?	?	?	?	?	?	?
3	Ken McKim	Pecan Gap	D	N	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
3	Pete Patterson (i)	Brookston	D	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
4	Keith Oakley (i)	Terrill	D	?	?	?	?	?	?	?	?	?	?	?	?
4	Jerry Spright	Greenville	R	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
5	Bob Glaze (i)	Gilmer	D	?	?	?	?	?	?	?	?	?	?	?	?
5	Lance Lenz	Van	R	Y	Y	Y	Y	Y	?	Y	Y	Y	Y	Y	Y
6	Randy Harrison	Tyler	D	?	?	?	?	?	?	?	?	?	?	?	?
6	Ted Kanel (i)	Tyler	R	Y*	Y*	Y*	Y*	Y	Y	Y	Y*	Y	Y	Y	Y
7	Jerry Yost (i)	Longview	R	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
8	Paul Sadler (i)	Henderson	D	?	?	?	?	?	?	?	?	?	?	?	?
9	Jerry Johnson (i)	Nacogdoches	D	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
10	Jim Pitts (i)	Washburn	R	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
11	Elton Bonner (i)	Montalba	D	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
12	Clyde Alexander (i)	Arkana	D	?	?	?	?	?	?	?	?	?	?	?	?
13	Dan Kubiak (i)	Rockdale	D	Y	Y	Y	Y	Y	Y	Y	Y	N	?	?	Y
14	Steve Ogden (i)	Bryan	R	Y	Y	Y	Y	Y	?	Y	Y	Y	Y	Y	Y
15	Kevin Brady (i)	The Woodlands	R	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
16	Bob Rutuck (i)	Cornwall	R	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
16	James Wright	New Caney	L	?	?	?	?	?	?	?	?	?	?	?	?
17	Billy Clements (i)	Folk	D	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
17	David Youngblood	Lufkin	R	Y	Y	Y	?	Y	Y	Y	Y	Y	Y	Y	Y
18	Erl Carter	Harrisville	R	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
18	Allen Hightower (i)	Harrisville	D	?	?	?	?	?	?	?	?	?	?	?	?
19	Ron Lewis (i)	Mansfield	D	?	?	?	?	?	?	?	?	?	?	?	?
20	Zeb Drenth (i)	Winnie	D	?	?	?	?	?	?	?	?	?	?	?	?
21	Mark Stiles (i)	Beaumont	D	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
22	Al Price (i)	Beaumont	D	?	?	?	?	?	?	?	?	?	?	?	?
23	Robin Fortson	Kerrville	R	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
23	Patricia Gray (i)	Galveston	D	?	?	?	?	?	?	?	?	?	?	?	?
24	Craig Eiland	Galveston	D	?	?	?	?	?	?	?	?	?	?	?	?
24	Jerry Pardon	Texas City	R	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
25	Jack Harris (i)	Portland	R	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
26	Len Goff	Missouri City	D	?	?	?	?	?	?	?	?	?	?	?	?
26	Charlie Howard	Sugarland	R	?	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y



TCCE NEWS

VOICE OF THE TEXAS
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MAJOR PUSH FROM TABCC ON LIABILITY BILL

While speaking to TABCC's board of directors on October 27, TABCC President Bill Hammond emphasized that "The passage of the Chamber Liability bill is a major priority for TABCC during **this** legislative session."

Hammond indicated that there would be an early effort to secure passage so that the bill would not get caught up in the "mad rush" of the end of session.

As a result, he encouraged all local chambers to pass a resolution in support of the proposed effort. If passed, the legislation would exempt local boards of directors of chambers of commerce from personal liability and would cap the liability of chamber organizations and staffs.

Support of this legislation simply indicates that your chamber's board

"The passage of the Chamber Liability bill is a major priority for TABCC during this legislative session"

should be treated like the board of 501 (c) (3) organizations such as charitable and civic organizations. Chambers are 501 (c) (6) organizations and are not included in Texas' Charitable Immunities Act. Chamber boards have been exempt by federal statute since 1997 but absent the passage of this legislation, Texas can choose to return to not including chambers.

A letter ~~was~~ sent from Hammond to the more than 200 local chambers that are members of TABCC, but other chambers seeking to register their support by resolution can seek a sample resolution by contacting TABCC Senior Vice President for Chamber Relations **Art** Roberts at 512/477-6721 or request a copy by e-mail at: aroberts@tabcc.org.

DROMGOOLE NAMED ACCE DISTRICT REPRESENTATIVE

After demonstrating exceptional leadership qualities as president of the Abilene Chamber of Commerce and as past TCCE chairman, Charlie Dromgoole, CCE, has once again been placed in a position to use those assets. At their October meeting during the 84th ACCE Annual Leadership Conference, Dromgoole was elected as a member of the board of directors to represent the American Chamber of Commerce Executives for the 4th District, which is made up of eight states including Texas.

Dromgoole has served chambers in Jasper, Port Arthur, Sherman, Jackson, Tennessee and is currently serving as president of the Abilene Chamber of Commerce. In 1991 he served as the Chairman of TCCE. Additional recognitions include the 1985 TCCE Distinguished Service Award and the 1996 Marvin Hurley Award.

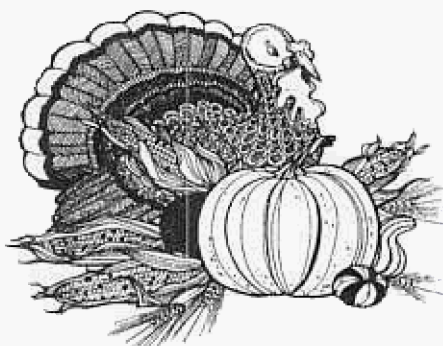
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HAPPY THANKSGIVING!



The Clinton Health Plan

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CHINA'S MOST-FAVORED-NATION TRADE STATUS

What's at Issue

Should renewal of China's most-favored-nation (MFN) trade status be reviewed annually or linked to non-trade issues?

Why Important

The annual debate on renewal of China's MFN status causes trade tensions between the United States and China. Under the terms of the 1974 Trade Act's "Jackson-Vanik" provisions, MFN status can be extended to nonmarket economies only if the Resident grants a waiver certifying the country does not impede emigration. China first gained MFN status in the U.S. in 1980. Renewal was routine until the 1989 Tianamen Square incident. Since then, renewal of China's MFN status has provoked intense dchatc among **U.S.** policymakers and affected U.S. interests.

MFN is the normal, non-discriminatory tariff treatment the U.S. provides to all but a handful of its trading partners, on a reciprocal basis. MFN status ensures all nations will treat commerce with any other single nation the same way it treats all other nations. There is in fact nothing "most-favored" or preferential about it. In fact, many industries in over 50 developing countries receive tariff-free benefits under the Generalized System of Preferences — which is actually better for those countries than MFN status. And no other major U.S. competitor has even contemplated terminating China's MFN status for any reason, let alone for the various purposes anti-MFN members of Congress have presented.

China's economy is large and growing rapidly. China's economic expansion should serve U.S. business interests. While Chinese exports to the United States have grown much more rapidly than U.S. exports to China, the Chinese imported **\$14** billion worth of U.S. goods and services in 1995. Notwithstanding these circumstances, continuing annual efforts to disrupt our trade relationship with the world's largest nation is casting the U.S. and its businesses as unreliable trading partners -- with one effect being an increasing advantage for our Asian and European competitors who are well-positioned to fill market voids the U.S. would create for its firms if MFN status was terminated, and whose governments do not subject their commercial interests to comparable uncertainty.

Chamber Position

Supports permanent MFN status for China. Opposes linking China's trade privileges to emigration, child labor and human rights issues as unworkable and counterproductive, given that none of our major competitors does this. Advocates repealing or rewriting the Jackson-Vanik provisions to promote a more orderly business environment and improved credibility for **U.S.** businesses active in China.

The Other Side

Supports a trade-sanctions approach, arguing it increases pressure on China to improve its behavior in such areas as emigration and human rights.

Chamher Contact: International Division, (202) 463-5460.

FAST-TRACK TRADE NEGOTIATING AUTHORITY

What's at Issue

Should Congress renew the President's authority to negotiate international trade agreements and secure Congressional approval on a "fast-track" basis?

Why Important

As the United States' dependence on world trade continues to grow, so does the importance of continued U.S. leadership in world trade affairs. Trade's share of U.S. Gross Domestic Product grew from 13 percent in 1970 to 30 percent by 1995. Between 1985 and 1994, exports generated one-third of America's economic growth and about 5 million new jobs.

However, U.S. ability to make progress toward free and fair trade through continued negotiation has virtually stalled because of the absence of fast-track trade negotiating authority. As a result, the U.S. may forfeit its leadership role, not only in the Western Hemisphere where the need is most easily observable, but also in Asia, Europe and worldwide. Yet, other nations continue to negotiate market-opening agreements. Absent U.S. engagement and leadership in these negotiations, American companies are at real risk of being denied access to market advantages enjoyed by non-U.S. companies.

Fast-track trade negotiating authority is a privilege granted to the Executive branch by Congress. First established in 1974, fast-track provides a means to expedite Congressional consideration of trade agreements on an up-or-down basis within a specified time frame. Fast-track provided U.S. trade negotiators the credibility they needed to close deals with their foreign counterparts. However, fast-track does not bind Congress to accept the deal. Indeed, part of the price the President must pay for fast-track is sustained consultation with Congress during the negotiations, to ensure the agreement will ultimately receive Congressional approval.

Chamber Position

Supports renewal of fast-track authority as critical to U.S. leadership and negotiating credibility in world economic affairs. Believes in return for fast-track, the Executive branch must consult closely with Congress and the private sector as trade agreements subject to fast-track are negotiated. Holds that under any **future** Congressional grant of "fast track" authority for trade negotiations, the objectives should be limited to commerce and not also require resolution of non-commercial issues.

The Other Side

Contents that fast-track permits the President to ram controversial trade agreements through Congress without appropriate scrutiny. As such, fast-track is an abdication of Congressional oversight over trade policy. By not permitting amendments, fast-track effectively shuts Congress, and by extension the American public, out of opportunities to improve upon what was negotiated.

Chamber Contact: International Division, (202) 463-5460.



Forecasting the Effects of the Mitchell Health Bill

by
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Texas Pharmacy Practice Coalition's

*Guide
to the Capitol*

PHARMACISTS ADMINISTRATION OF IMMUNIZATIONS AND VACCINATIONS

HB 1284; By Rep. Leticia Van de Putte (D-San Antonio)
SB 786; by Sen. Frank Madla (D-San Antonio)

The Issue:

Legislation has been introduced to allow pharmacists to administer immunizations and vaccinations under a physician's protocol.

Background:

Under the definition of “practice of pharmacy”, a pharmacist **is** allowed to administer medications in limited situations. This administrative authority does not specifically include administration of immunizations or vaccinations **Incorporating** this into the Pharmacy Practice Act would provide many advantages and improvements to the current health care delivery system.

Each year, approximately 60,000 Americans die of vaccine-preventable infections. Most of these people saw a doctor, but did not receive a vaccine. Pharmacists can promote immunizations through administrative measures, history and screening, counseling and documentation, and public education.

What the Bill Says:

This bill will call for pharmacists to take a 20-hour course based on the Center for Disease Prevention and Control standards (CDC). This course includes 12-hours of didactic training covering the principles of vaccinations, and 8-hours of hands-on immunization practice. The legislation will require the pharmacist to provide a written record of the immunization or vaccination to the physician and **any** necessary public health agency..

Why Texas Pharmacists Support This Bill:

- Pharmacists are easily-accessible health care providers and are frequently open later hours than doctors' offices. The pharmacies extended hours **would** allow working parents to get their children immunized without